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Metro Chiefs Conference**

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**1. Intro**

a. Thanks for the kind introduction

i. Always good to be among friends

ii. Your support during my time as

Administrator has been tremendous

1. Thank you

iii. I also want to commend you for the

leadership role you continue to play in the fire

service

b. Regards from Secretary Chertoff

c. Regards from Under Secretary Brown

## 2. USFA Update

a. Before I get started I wanted to give you a quick update on some USFA programs

i. Supporting NIMS/NRP Training

1. More than 250,000 online courses completed

ii. Developing more blended-learning programs

1. Change 2 week leadership course to

a. One week at home, online

b. One week on campus

iii. Supporting National Fallen Fire Fighters

Foundation Line of Duty Deaths Initiative

iv. Increasing public health training through

NOBLE

v. Expanding capabilities of EENET

1. Signed agreements with

a. Local cable systems

b. Dish Network

### **3. The Challenge**

a. We live in a new world today

i. Whether it's worrying about the impact of  
terrorism

1. Or the day to day dealings with DHS

ii. September 11<sup>th</sup> had a profound impact on  
America

1. And a dramatic impact on the fire  
service

b. We still have our day-to-day activities serving our  
communities

i. Now the possibility of a catastrophic terrorist  
attack is a possibility we must prepare for

- c. This new threat focused attention on the first responder community like never before
  - i. And led to some significant changes in the way things are done
  - ii. Some of these changes have been major improvements
    - 1. Some have been more challenging to adjust to
- d. Some of these changes include
  - i. An expanded mission
    - 1. Have had to add terrorism
    - 2. Think more about mass casualty events
      - a. Used to train for 50-300
      - b. Now we must train for
        - i. 10,000-20,000
        - ii. 100,000

3. The fire service has become a target
  - a. Secondary attacks on scene
  - b. Vehicles stolen
- ii. New Training Requirements and standards
  1. IMTs
  2. NIMS
  3. NRP
  4. National Preparedness Goal
- iii. Our voice is being heard in Washington more than ever before
  1. Congress and the administration have been very supportive of the fire service
- iv. New Grant Programs
  1. AFG
    - a. Funded for the first time in 2001

b. More than \$2 billion has been distributed since

c. Local fire departments receive funds directly

## 2. SAFER

a. New program for this year

b. \$65 million in funding

c. Have to see how successful

i. COPS Program

## 3. Homeland Security Grants

a. More money goes directly to states

b. Requires you to work with state officials to get access to funds

## 4. Fire Service Role in Homeland Security

a. All of these changes have created a level of uncertainty in the nation

- i. And in the fire service
- b. We've all spent a lot of time trying to figure out our role in the new homeland security mission
  - i. And what is expected of us
- c. We continue to follow what is happening in Washington in an attempt to get a glimmer of guidance
- d. I think it is time to stop waiting for someone to give us direction
  - i. We have the experience
    - 1. Know how
    - 2. And enough leadership in this room
  - ii. To shape the future course of the fire service
    - 1. Here
    - 2. Today

- e. I believe we have to start by looking at the fire  
service image
- f. Too often the world views us only as responders
  - i. Call 9-1-1 and the fire service will be there
  - ii. We always are
- g. While we are certainly responders
  - i. And always will be
- h. Responding is only a part of what the fire service is  
capable of doing
- i. I want us to leave San Antonio this week
  - i. Having committed to firmly plant the fire  
service flag
  - ii. In the arena of homeland security  
preparedness
- j. It is time for us to step up
  - i. And make our communities safer

1. And more prepared

**5. Why should the fire service take a leadership role**

a. There is no member of the first responder

community more capable of taking a leadership

role in preparing our communities than you

i. You have the experience

1. The fire service has been in business

since our Nation's founding

a. I have a lot of confidence in your

abilities

2. You have responded to disasters of all

kinds

a. Loma Prieta earthquake in

California

b. Hurricane Andrew

c. Oklahoma City bombing

- d. September 11<sup>th</sup> attacks

- 3. We have the operational expertise  
required

- a. Incident Command System

- b. Search and Rescue

- c. EMS

- d. Hazardous Materials and WMD

- ii. We have the trust of our residents

- 1. We are active members of the  
community

- 2. Public believes in the fire service

## **6. How do we take a leadership role**

- a. Start by understanding the big picture

- i. DHS has provided a lot of guidance on  
preparedness

- ii. It's important that each of us understand what  
the Department is trying to accomplish
  - 1. And see how it applies in your  
community
- iii. Of particular interest should be several things  
we should be taking the lead in:
  - 1. Risk Management
    - a. Work to establish risk management  
system in community
    - b. Risk management is simply a  
structured approach to preparing  
your community for the threats it  
faces
    - c. It's a straight forward process with  
four basic steps

- i. Identify threats your community faces
    - 1. Both natural and manmade
  - ii. Determine vulnerabilities
  - iii. Calculate consequences
  - iv. Determine what protective measures are required
- d. There are numerous guides for risk management planning to support your efforts
- i. FEMA has several at [www.fema.gov](http://www.fema.gov)

## 2. NRP

- a. This is the national framework for  
coordinated response to national  
level disasters
- b. As you know
  - i. Fire fighting is an emergency  
support function identified in  
the plan
  - ii. If you're not familiar with the  
fire ESF
    - 1. You should get a copy of  
the NRP
  - iii. In addition, there are annexes  
discussing for specific types of  
specialized incidents

- iv. The NRP provides policies,  
procedures and a concept of  
operations for these incidents

### 3. NIMS/ICS

- a. This is the fire service model
- b. We've been doing ICS for 30 years
- c. You can use your expertise to take a  
leadership position on NIMS in  
your community

## **4. NATIONAL INFRASTRUCTURE PROTECTION PLAN**

- a. DHS has recently released an  
Interim National Infrastructure  
Protection Plan
- b. In that plan, 17 critical  
infrastructure sectors are identified

- c. For each of those sectors, an  
infrastructure protection plan will  
be developed
- d. I highly recommend you get a copy  
of the plan
  - i. And gain a better  
understanding of what critical  
infrastructure protection is all  
about
- e. USFA has established the  
Emergency Management and  
Response ISAC to support you
- f. You can sign up for the ISAC at  
[www.disasterhelp.gov](http://www.disasterhelp.gov)
- g. The ISAC Distributes

- i. Weekly infograms on critical infrastructure protection
- ii. Sensitive, but unclassified threat information
- iii. And can provide technical assistance if you need help

## **5. NATIONAL PREPAREDNESS**

### **GOAL**

- a. The Interim Preparedness Goal has been released
- b. Purpose of the goal is to answer 3 questions
  - i. How prepared are we?
  - ii. How prepared do we need to be?

iii. How do we prioritize our efforts to close the gap?

c. The Goal highlights

i. 3 overarching capabilities

1. Implement NIMS and the NRP

2. Expand regional collaboration

3. Implement Interim National Infrastructure Protection Plan

ii. And 4 capability specific priorities

1. Strengthen information sharing

2. Strengthen interoperable  
communications

3. Strengthen CBRNE  
detection, response, and  
decontamination  
capabilities

4. Strengthen medical surge  
capabilities

d. Several tools have been developed  
by DHS to support the goal

i. 15 National Planning  
Scenarios

ii. Target Capabilities List

iii. Universal Task list

- e. I recommend you go to the DHS website and download these documents
- iv. Understanding the big picture will make you an invaluable resource in your community
  - 1. And will highlight the experience and expertise you bring to the table on these issues
- b. Work with emergency responder partners
  - i. It's critical that all sectors come together
  - ii. This should include
    - 1. Law enforcement
    - 2. Emergency Management
    - 3. EMS
    - 4. Public Health
    - 5. Public Works

6. Private Sector

7. Elected Officials

iii. You must:

1. Plan together

2. Exercise together

3. Train together

iv. You should be the ones taking the global position

1. Not the parochial one

v. It's also critical that you share information with your counterparts

1. Poor information sharing is not just an issue in the federal intelligence community

2. Clear situational awareness is also important in your cities

vi. It's time to set aside the historical animosity

1. And work together for the good of our  
communities

c. Get involved

i. Being a leader means making yourself heard  
on important issues

1. I know most of you personally

a. And none of you are shy about  
speaking your mind

ii. Get involved at all levels of government

1. Local

a. Take a leadership role in public  
education

b. Provide guidance to elected officials

2. State

- a. Participate in advisory groups or  
joint committees
- b. Understand the state grant making  
system
- c. Provide input into state homeland  
security plans

### 3. Federal

- a. Understand the issues
  - i. Make yourself heard
    - 1. Congress
    - 2. Administration
- b. Provide comment on DHS policy
  - i. Many participated in  
development of the NRP
  - ii. Continue that good work
- d. Never forget core fire service mission

i. While terrorism is a new part of our mission

1. We should never forget the core duties

we perform everyday

ii. Every call responded to is a potentially life

threatening situation

iii. So it is critical that we never lose focus of the

day-to-day risks

## 7. Conclusion

a. Our job as fire chiefs is to protect our communities

i. And save lives

b. As we move into the new world of homeland

security

c. Taking a leadership role in preparedness is a natural

progression

d. To take that leadership role

- i. Those of us in this room must commit to  
making it happen
- e. There is no more skilled or experienced group of  
emergency leaders in this nation
  - i. Than sitting in this room
- f. So it is up to us to make homeland security  
preparedness part of our mission
  - i. And attack it with the energy, spirit and  
dedication that makes us firefighters
- g. It is a new world
  - i. And it is time the fire service takes it rightful  
leadership position in it
- h. Thank you